

GETTING DOWN TO BUSINESS...

*A Guide to Briefing Municipal Elected Officials
on the Organization and Processes of
Local Government in New Brunswick*

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**Maritime Municipal Training
and Development Board**

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PREFACE

In order to better prepare municipal elected officials (mayors and councillors) for what can often be a challenging and difficult role, it is very important that briefing sessions concerning the operations and organization of their municipality be effectively organized and presented. This publication is designed to assist municipal administrators in their planning for, and conducting of, briefing sessions for municipal officials, both newly elected and for those who have held municipal office for several years.

The development of this guide has its origins in 1984, when a special working committee was established to develop *A Guide to Familiarizing Councillors on the Organization and Processes of Municipal Government in Nova Scotia*. This guide was published in 1985. A second revised edition of this guide was published in 1988 and a third, entitled *THE ELECTION'S OVER! NOW WHAT?*, in 1991. A similar guide, entitled *POST-ELECTION REVIEW - A Guide to Briefing Councillors on the Organization and Processes of Municipal Government in Prince Edward Island*, was published in 1990. *GETTING DOWN TO BUSINESS...* draws upon some of the ideas and information contained in these aforementioned publications. Other materials were developed specifically to suit the New Brunswick municipal community.

As part of the development process, a Review Committee was established in order to ensure that the document would adequately reflect the New Brunswick municipal environment. The Review Committee's mandate was one of providing suggestions as to the content and format of the publication, considering the preliminary and final drafts, and endorsing the final manuscript. The committee included municipal officials from throughout the Province of New Brunswick.

The Review Committee was made up of the following individuals:

David Smith, Town of St. Stephen
Brenda Barton, Village of Chipman
Elizabeth Reade, City of Moncton
Wayne Carnell, Town of Oromocto
Robert Cooling, Town of Sackville
Jacques Dubé, Town of Saint Andrews
Ken Harding, Town of Woodstock
Christa Walton, Village of Bath
Margaret Clarke, Town of Hampton
Krista Dewey, Town of Riverview
William MacLean, Town of Nackawic
Marilyn Price, Village of Doaktown
Rolande Gallant, Town of Dieppe
Donna Lavigne, City of Fredericton
Louise Wafer, City of Bathurst

In addition to the aforementioned individuals, Don Smeltzer, Executive Director of the MMTDB, provided helpful suggestions regarding content and format and offered encouragement throughout the development phase. The New Brunswick Department of Municipalities, Culture, and Housing also provided valuable counsel in developing this document. Appreciation is extended to Debbie Kampen, Susan LeBlanc, and Deanna MacNeil for their work in preparing the content for publication. Co-ordination of the development of this publication and the editorial responsibilities were undertaken by Martin Corbett, Projects Co-ordinator with the MMTDB.

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INTRODUCTION

The importance of post-election briefing sessions for municipal elected officials cannot be overemphasized. When properly organized, they provide an opportunity for newly elected officials, and for persons who have been on Council for some time, to ask questions and to receive information about the organization and processes of municipal government. The sessions also provide a unique opportunity for senior staff of the municipality to explain the operations of their department or agency and to acquaint Council members with important issues or concerns which may be outstanding. The successful "coming together" of the elected and appointed officials, through the briefing process, can lay the foundation for a positive attitude, resulting in frank and open discussion, trust, and teamwork between the policy-making and administrative arms of government. These attitudes are essential for good government and, when present, help make the challenges and frustrations of work at the municipal level a more enjoyable experience for all.

GETTING DOWN TO BUSINESS... A Guide to Briefing Municipal Elected Officials on the Organization and Processes of Local Government in New Brunswick is designed to assist those New Brunswick municipalities already considering post-election briefing sessions, while encouraging municipalities which had not previously contemplated its benefits to give it a try. *GETTING DOWN TO BUSINESS...* suggests a number of topic areas that should be considered for discussion and a direction which briefing sessions may take. It is intended to serve as a reference and to provide municipal decision-makers with a basic framework around which post-election briefing sessions may be organized.

ORGANIZING THE POST-ELECTION BRIEFING SESSIONS

Nine Important Steps –

The following steps are recommended to be incorporated into the planning process when organizing briefing sessions for elected officials.

Step One

Discuss the idea of holding briefing sessions with all elected officials and senior administrative officers. Sessions should be held as soon after the municipal elections as possible.

Step Two

Determine the number of sessions that will be held and the approximate length of each.

Step Three

Determine the content of each of the sessions.

Step Four

Establish firm dates and times for the sessions.

Nine Important Steps continued...

Step Five

Arrange for an appropriate meeting location. Participants should be made to feel at ease in a comfortable and informal environment. Plan for an informal lunch or other function during the sessions.

Step Six

Prepare an agenda which clearly outlines what will be covered in the upcoming sessions.

Step Seven

In addition to senior staff members, you may wish to invite other resource persons (i.e. commission chairpersons, former elected officials, your solicitor, auditor, provincial officials, or other guest speakers), to participate in the briefing sessions.

Step Eight

Before the sessions begin, ensure that the equipment necessary for an effective presentation is available (i.e. overhead projectors, screens, flip charts and microphones).

Step Nine

Ensure that a well-organized package of information is prepared to be handed out to all elected officials for each of the sessions held. Because of the large volume of information that needs to be considered by newly elected Council members, the information specific to the municipality might be consolidated into one briefing package. For a comprehensive listing of the kinds of materials that should be made available to Council members, please refer to pages 22 and 23.

NOTE: Consideration might be given to sending out a letter to the newly elected Council congratulating each member, while at the same time informing them of upcoming briefing sessions, Council/committee meetings, as well as various municipal events.

ROLES AND RESPONSIBILITIES

A clear understanding of the respective roles and responsibilities of elected and appointed officials is essential to the well-ordered operation of every municipal unit, as is an understanding of appropriate reporting relationships. An overview of the roles, responsibilities and relationships should be included in any briefing session organized for the elected official. It is important to note, however, that the common interpretation of these may differ somewhat from the actual roles, responsibilities and relationships characteristic of smaller communities. For example, it is often the case that in the smaller municipalities, the clerk of the municipality takes on the role of "Senior Administrative Officer", despite being referred to as the "Clerk". Conversely, the role of the Clerk in a larger municipality is much more specific. In fact, the role of the Clerk is specifically outlined in New Brunswick's Provincial Statutes (see Sections 74 through 76 of the New Brunswick Municipalities Act).

An organizational chart which indicates the reporting relationships in your municipal unit, and a listing which outlines the corresponding roles and responsibilities of Council and senior administration, will prove valuable tools for review. With this in mind, listings of the principal roles and responsibilities of Council and senior administrative staff are included for reference information on pages 6 and 7. Sample organizational charts are included on pages 8 and 9.

Questions Concerning Roles, Responsibilities and Reporting Relationships

There are a number of questions concerned with roles, responsibilities and reporting relationships in the municipal unit that should be addressed in a briefing session. They include:

- Why is it important to define roles and responsibilities clearly?
- What are the roles of Council as a whole?
- What are the roles of the senior administrative group?
- What are the roles of the individual Council member? of the mayor? of each of the senior administrative staff members?
- What are the principal features of the municipality's organizational structure and how does it work? (i.e. Is the organizational structure based upon the Council-manager system or the Council-committee system?)
- What are the roles and responsibilities of the Province and, in particular, the Department of Municipalities, Culture, and Housing, in relation to local government in New Brunswick?
- What is the role of the clerk in the municipality where there is a senior manager or administrator? What is the role of the clerk in a smaller municipality where there is no officially titled "manager" or "chief administrative officer"?
- What is the role of the treasurer? or the clerk-treasurer?
- What are the implications of not following the proper reporting procedures?

Council's Roles and Responsibilities*

Roles and responsibilities of Council include:

- establishing the direction of the municipality
- providing leadership
- determining priorities
- ensuring that residents are provided with an appropriate mix of services
- approving budget allocations
- setting tax rates
- approving the operating structure for the municipality
- staffing the organization
- allocating necessary resources
- adopting bylaws, resolutions, and policies
- maintaining good public relations
- evaluating senior management
- ensuring that employees are provided with competitive employee compensation and benefits

* extracted from the MMTDB publication, *It's Your Choice! A Model for Decision-Making in Local Government*

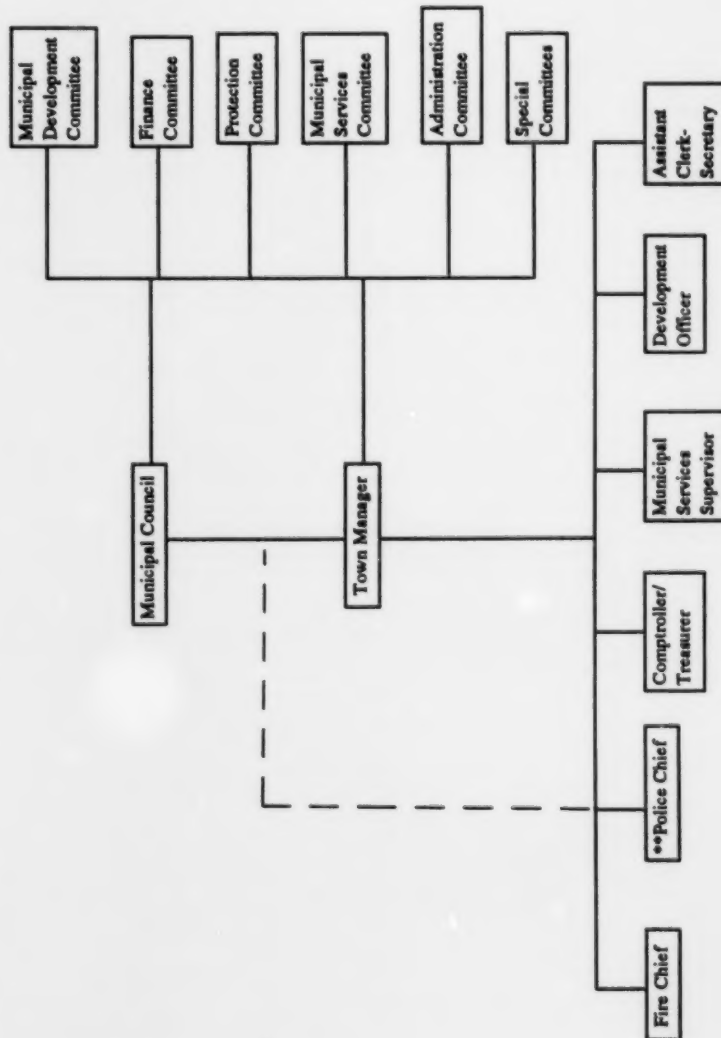
Senior Administration's Roles and Responsibilities*

Roles and responsibilities of senior administration include:

- understanding and appreciating the democratic system
- understanding and appreciating the management function
- acting as an information resource to Council, staff and the general public
- implementing and administering approved policies of Council; informing Council and its boards and committees of possible policy options, alternatives, and implications
- managing the organization; undertaking day-to-day tasks
- managing personnel; providing appropriate leadership to staff: praising, correcting, and rewarding
- providing leadership in short- and long-range planning
- managing fiscal resources
- communicating effectively
- preparing draft policies, programs, and budgets
- responding to public enquiries
- staying current; keeping up to date on new developments
- evaluating projects, policies, and programs
- encouraging staff development within the municipal corporation

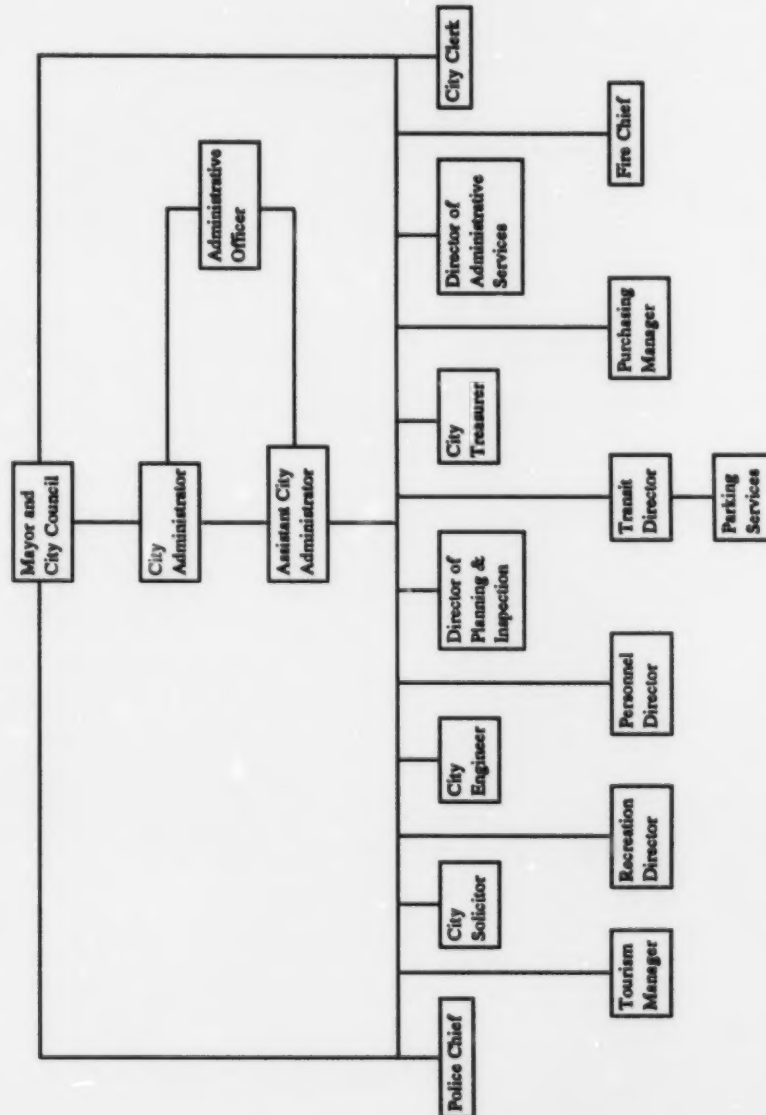
* extracted from the MMTDB publication, *It's Your Choice! A Model for Decision-Making in Local Government*

Sample Organizational Chart*



- * Based upon an organizational chart from the Town of Shediac.
- ** The Police Chief reports directly to Council on police-related matters and reports to management on specific administrative functions.

Sample Organizational Chart*



* Based upon an organizational chart from the City of Fredericton.

DEPARTMENTS AND THEIR ROLES

In order to acquaint newly elected officials with your municipality's departmental structure and functions, it will be helpful if each member of Council is provided with:

- a listing of all municipal departments
- a summary of each department's principal function(s)
- the names and positions of senior members of your municipal staff
- a listing of other organizations and departments of government with which your municipality maintains a working relationship. The names of the key contact persons should also be included in this listing.

Arrangements should be made for each department head to participate in briefing sessions and to review with Council members the operations of the department for which he/she has individual management responsibility. Each department head should strive to provide a high-quality presentation. The length of time which has been set aside for presentation and discussion should be consistent throughout the briefing sessions.

NOTE: As part of the briefing sessions, a tour of the municipality's facilities and various departments should be undertaken in order to give Council members, in particular the newly elected ones, a chance to familiarize themselves with all of the areas in which the municipality is involved and where the various municipal buildings are located.

MEETINGS

The mayor and councillors spend a tremendous amount of time attending and participating in a variety of meetings. The following questions regarding meetings should be addressed during briefing sessions.

- Why are meetings held?
- What meetings are necessary to attend?
- When and where are meetings normally held?
- Are meetings and minutes open to the public and/or media?
- What information will be distributed prior to a meeting?
- How long do meetings normally last?
- Is there payment for attendance at meetings?
- How are agendas put together?
- Why is it important to follow an outlined agenda?
- Do Council members have to be familiar with *parliamentary procedures* or *rules of order*?
- What are the basic rules that members of Council should follow during Council and committee meetings?
- What are some of the characteristics of an effective meeting?
- What are the duties of the chairperson?
- What are the duties of staff at meetings?

COMMITTEES

Committees are an integral part of municipal government but may vary in size, number, and responsibilities. When providing information about committees, consider the following questions.

- What committees are in place within your municipality?
- What is the purpose of each committee within your municipality?
- What are each committee's terms of reference?
- What are the differences between standing committees, ad hoc committees, and special committees?
- What is meant by the "Committee of the Whole" and how does it work?
- What is the "Planning Advisory Committee" and why is it important?
- What committee meetings are open to the public?
- Why is it important for Council members to be actively involved in committee work?
- How are committee appointments made within your municipality?
- When are committees formed?
- How often do committees meet?
- How are committees interrelated, e.g. Finance and all other committees?

NOTE: A list of all committees which exist in your municipal organization, together with information on each committee's responsibilities, should be provided to all elected officials as part of the briefing package circulated during the briefing sessions.

THE BUDGET PROCESS

Approval of operating budgets is an important activity in which all municipal elected officials are involved. Some of the principal questions that should be addressed during briefing sessions include:

- What is the time frame for the budgeting process?
- Who is in charge of the budgeting process?
- What is the involvement of:
 - Department Heads?
 - Director of Finance?
 - Chief Administrative Officer?
 - Clerk-Treasurer?
 - Council Members?
 - Public?
 - Others?
- When and how are the committees of Council involved?
- When is the Finance Committee involved?
- At what stage does the Council, as a body, deal with the budget?
- What budgeting techniques are used (e.g. Zero-Based Budgeting)?
- What are the primary considerations in preparing the budget?
- Are there any idiosyncrasies respecting the budget?
- Are there any specific policies in place regarding the budget?
- What is the format for the budget?

The Budget Process continued...

- How does provincial legislation affect budget preparation?
- What is the involvement of the provincial government departments (i.e. New Brunswick Department of Municipalities, Culture and Housing) in the budgeting process?
- How detailed is the budget?
- What kind of budget report is prepared?
- In point form, from beginning to end, what are the steps followed in the budgeting process?
- What are the primary sources of municipal funding?
- How does assessment fit into the budgeting picture?
- What are the different municipal taxes?
 - residential and non-owner occupied rates
 - business improvement area levies
 - inside and outside tax rates
- How are the tax rates calculated?

NOTE: A diagram may be helpful in promoting a clear understanding of the budgeting process and the specific steps involved.

ENQUIRIES HANDLED BY MEMBERS OF COUNCIL

The following represent some enquiries and/or concerns that elected officials may encounter in performance of his/her elected functions.

- flooded basements
- complaints regarding taxes and assessment
- problems with stray animals
- odours from farm operations
- problems with sewerage
- building permit approvals
- inefficient staff member
- requests for an elected official's influence in obtaining a job
- insufficient parking
- excessive noise

A sample commentary on potential enquiries and appropriate follow-up actions has been included on pages 16 and 17.

Sample Commentary on Problem Areas

1. **Flooded Basements** - Elected officials may receive complaints regarding flooded basements. It is suggested that this be referred through the senior administrative officer to the appropriate municipal employee so that he/she may carry out an inspection to determine the cause and to determine if it is the responsibility of the owner or the municipality. In turn, the municipality's insurance agent might be contacted by the appropriate staff person.
2. **Questions Regarding Taxes and Assessment** - Council members will receive, from time to time, questions from ratepayers regarding tax rates and assessment notices. Council members should be familiar with all general tax rates, area tax rates, and the relationship between assessment and taxation.
3. **Problems with Stray Animals** - An elected official will receive complaints regarding stray dogs and farm animals. The Council member should contact the senior administrator. Appropriate staff will be instructed to investigate the problem.
4. **Odours from Farm Operations** - Elected officials may receive complaints about odour from farm operations which are adjacent to residential development. This matter should be passed on to municipal staff for investigation.
5. **Sewerage Complaints** - The elected official will receive complaints regarding problems with sewage. These matters should be referred to the appropriate department head or senior staff person. In turn, the municipality's insurance agent might be contacted by the appropriate staff person.
6. **Attempting to Have Building Permits Approved** - Elected officials will be faced with the problem of residents attempting to have their support for the obtaining of a building permit that has been turned down by the building inspector. This matter should be referred through senior staff to the building inspector, asking him/her to furnish a report to Council regarding this permit.

Sample Commentary continued...

7. **Inefficient Staff Member** - This complaint should be referred to the appropriate department head or senior administrative officer of the municipality for possible action.
8. **Friend Asks You to Use Your Influence to Obtain a Job for a Family Member** - A Council member may be faced with this request and it should be his/her position that all applications are considered on the basis of qualifications and experience, in order to recruit the best person for a given position. Any attempt to influence the employment process could jeopardize a Council member's position and working relationship with Council. It can also undermine existing staff morale.

Having brought a particular matter to the attention of senior staff, Council members are entitled, or should expect, to receive a follow-up report on the action which has been taken.

Briefing session organizers might develop their own enquiries/complaints scenarios which would be more applicable to their respective municipality.

NOTE: It is suggested that a discussion regarding the appropriate process for dealing with and/or resolving such issues be included in briefing sessions. Furthermore, the following questions should be considered when addressing specific issues.

- Is this an administrative or policy matter?
- Should the problem be referred to the chief administrative officer, the appropriate department head, other staff person(s), Council or a committee chairperson?
- Does the municipality have the legal authority to concern itself with this problem?

PUBLIC RELATIONS AND THE MUNICIPAL ELECTED OFFICIAL

Maintaining good public relations is important to any municipality. When conducting briefing sessions, you may wish to include the following questions as part of the discussion process.

- What is public relations?
- Why is it important to have good public relations?
- Who acts as spokesperson for your Council?
- What role does administration play in public relations?
- What is the normal relationship of your Council and administration with the media?
- What is your Council's policy respecting the release of information?
- What basic mechanisms are in place to allow for public input into the various municipal activities and initiatives?

RELEVANT LEGISLATION

A municipality receives its authority through provincial statutes and is empowered to create its own bylaws and ordinances. It is therefore appropriate to approach this duality by providing newly elected officials with some information on provincial statutes and on the municipality's own bylaws. Consideration might be given to having your municipal solicitor conduct this portion of a briefing session.

For background information, a listing of many of the Acts of the Provincial Legislature which have an impact upon municipalities in New Brunswick is provided on the following page.

Provincial Statutes Relating to New Brunswick Local Government

Though not all inclusive, this listing is intended to cover those public statutes that make specific or general provisions for municipalities as a whole.

Specified chapters refer to the 1973 Revised Statutes of New Brunswick (R.S.N.B.).

Most commonly referred-to Acts include:

- Business Improvement Areas Act (B-10.2)
- Community Planning Act (C-12)
- Emergency Measures Act (E-7.1)
- Industrial Relations Act (I-4)
- Municipal Assistance Act (M-19)
- Municipal Capital Borrowing Act (M-10)
- Municipalities Act (M-22)
- Police Act (P-9.2)
- Unsightly Premises Act (U-2)
- Municipal Elections Act (M-21.01)

Other important Acts affecting municipalities include:

- Easements Act (E-1)
- Evidence Act (E-11)
- Expropriation Act (E-14)
- Fire Prevention Act (F-13)
- Historic Sites Protection Act (H-6)
- Mechanic's Lien Act (M-6)
- Metric Conversion Act (M-11.1)
- Motor Vehicle Act (M-17)
- Municipal Debentures Act (M-21)
- Official Languages of New Brunswick Act (O-1)
- Ombudsman Act (O-5)
- Plumbing Installation Act (P-9.1)
- Property Act (P-19)
- Public Records Act (P-24)
- Public Utilities Act (P-27)
- Summary Convictions Act (S-15)

IMPORTANT RESOURCE MATERIALS FOR MEMBERS OF COUNCIL

Despite there being an extraordinary amount of paper flow and reading requirements facing the elected official, the authors believe that it is better to provide too much information than too little. In order to minimize the overburdening of the newly elected officials in the first few weeks in office, it is recommended that briefing session organizers consider providing the important information over the course of two or three sessions. For the first two sessions, the provision of information might be divided as follows.

First Briefing Session

- New Brunswick Municipalities Act
- a listing of the other provincial acts relevant to municipal government (see pages 20 and 21)
- previous year's budget and audited financial statements
- list of senior staff members and departments
- list of other individuals, organizations, and agencies with whom Council members will have a working relationship
- outline of the municipality's organizational structure
- a copy of the official plan of the municipality
- conflict of interest information and legislation
- municipal policies regarding confidentiality
- a listing of the major issues and tasks that will be facing the municipality in the coming months
- a listing of the main committees and their respective functions
- information on how Council meeting agendas are established
- dates for upcoming Council and committee meetings as well as various municipal events
- other information considered appropriate

Second Briefing Session

- bylaws of the municipality
 - i) frequently referred-to bylaws
 - ii) important and often-used procedural bylaws
- minutes of previous meetings of Council and of committees to which the elected official may be appointed
- information outlining the budgeting process
- plastic laminated information cards which can be obtained from the MMTDB
 - i) *Motions: Table of Precedence for Municipal Councillors*
 - ii) *Questions to Consider when Making Decisions about Municipal Programs*
- information on municipal associations, training/educational organizations, government departments and other organizations
- a listing of the municipality's personnel policies and procedures
- other information considered appropriate

NOTE: Administrators and/or clerks should consider at least two or more briefing sessions in the first two to three weeks after the new members of Council have been sworn in.

In order to provide the information in as concise a manner as possible, consideration might also be given to developing a briefing document for the municipality which outlines its history, operating philosophy, organizational structure, principal bylaws, budgeting process, principal roles and responsibilities, and so on. Doing so might be helpful in reducing the paper flow and, alternatively, could be used for the briefing of new staff members.

ADDITIONAL RESOURCE MATERIAL FOR MEMBERS OF COUNCIL*

Along with the items mentioned previously, every elected official should be provided with, or at least have access to, the following resource materials.

- *Roles, Responsibilities and Operating Procedures for New Brunswick Local Government*, second edition, 1989
- *IT'S YOUR CHOICE! A Model for Decision-Making in Local Government*, 1991
- tri-annual publication, *The Boardroom Files*, a journal for municipal decision-makers (the journal is also available in French under the title, *La Vie Municipale*)
- a copy of the Centre for Public Management's (at Henson College) most recent information calendar
- C.R. Tindal and S. Nobes Tindal's, *Local Government in Canada*, 1990
- video, *Local Government: The Team in Action*

* Resource materials may be obtained by contacting the Maritime Municipal Training and Development Board.

OTHER TOPICS TO BE ADDRESSED

Though it is virtually impossible to cover all aspects of the municipal organization in briefing sessions, the following topics should also be given some consideration, where applicable.

- Unionized labour force: copies of the contracts and names of the executive officer(s) of the union(s).
- Review of the municipality's personnel policies: i.e. what are the policies and practices regarding hiring, firing, discipline, benefits, and vacation, etc.?
- Community Planning Act: i.e. what is the role and function of the Planning Advisory Committee, zoning process/public meetings, advertising, and the municipal plan?
- Services offered to neighbouring Local Service Districts (LSD's): i.e. what services are offered (fire, ambulance, and recreation) and what are the costs/payments involved?

SAMPLE AGENDAS FOR BRIEFING SESSIONS

A very important step in organizing briefing sessions is the preparation of the agendas. The agendas should clearly indicate times, dates, and locations as well as provide information as to the content of the sessions.

The information provided at briefing sessions should not overwhelm the elected official, but should give a good general understanding of the municipal organization, policies, and procedures. It is also important to note that the process of briefing newly elected officials is something that should be considered as an ongoing activity.

The following sample agendas, on pages 27 and 29, illustrate the kind of program that might be considered in your municipality as part of the briefing process for elected officials.

First Briefing Session Agenda

DATE: May 28, 1992

TIME: 9:00 AM - 4:30 PM

LOCATION: Town Hall, 123 Main Street

OPENING COMMENTS

9:00 AM - 9:15 AM

- Introduction of Council members and staff
- Overview of meeting agenda and expectations

ROLES AND RESPONSIBILITIES

9:15 AM - 10:45 AM

- Overview of New Brunswick local government and the New Brunswick Municipalities Act
- Review of the important documentation/resource materials contained in the briefing package
- Discussion of the role of Council and senior staff

(The sessions may be led by the administrator, an experienced elected official, or an outside facilitator.)

10:45 AM - 11:00 AM

- Refreshment break

MUNICIPAL DEPARTMENTS

11:00 AM - 12:00 PM

- Overview of the municipality's departments

(It may be desirable for department heads to provide a 10-15 minute briefing on his/her respective department.)

First Briefing Session Agenda continued...

- 12:00 PM - 1:00 PM** • Lunch break

MUNICIPAL COMMITTEES

- 1:00 PM - 2:00 PM** • Overview of the principal committees that exist in the municipal unit and how they operate

- 2:00 PM - 2:15 PM** • Refreshment break

ISSUES AFFECTING THE MUNICIPALITY

- 2:15 PM - 3:15 PM** • Review of the principal issues facing the municipality and upcoming projects

- 3:15 PM - 4:30 PM** • Tour of the municipality's facilities

Second Briefing Session Agenda

DATE: June 11, 1992

TIME: 9:00 AM - 4:30 PM

LOCATION: Town Hall, 123 Main Street

OPENING COMMENTS

- 9:00 AM - 9:10 AM • Introduction of the day's agenda

MUNICIPAL LEGAL ISSUES

- 9:10 AM - 10:00 AM • A review of the municipality's important bylaws

(This issue may be conducted by the municipality's solicitor or another individual familiar with this area. Conflict of interest legislation should also be discussed during briefing sessions.)

THE BUDGETING PROCESS

- 10:00 AM - 11:00 AM • A general overview of the budgeting process*
- 11:00 AM - 11:15 AM • Refreshment break

* More time could be spent dealing with this subject at a later date, perhaps when the budget process is about to begin.

Second Briefing Session Agenda continued...

PROCEDURES IN COUNCIL MEETINGS

- | | |
|----------------------------|--|
| 11:15 AM - 12:15 PM | • Overview of the typical Council meeting and the basic meeting rules and procedures |
| 12:15 PM - 1:15 PM | • Lunch break |

STRENGTHENING THE MUNICIPAL TEAM

- | | |
|--------------------------|--|
| 1:15 PM - 3:00 PM | <ul style="list-style-type: none">• Viewing of the video, <i>Local Government: The Team in Action</i>• Discussion of the ideas and information presented in the video• Emphasis of the importance of Council-administration teamwork |
| 3:00 PM - 3:15 PM | • Refreshment break |

HANDLING ENQUIRIES

- | | |
|--------------------------|---|
| 3:15 PM - 4:30 PM | • Typical public complaints and enquiries and how to deal with them |
|--------------------------|---|

HELPFUL ORGANIZATIONS

There are a number of government, quasi-government, and educational organizations which provide various forms of assistance, training, counsel, and advice to local governments. Municipal elected officials in New Brunswick should be familiar with the following organizations and what they have to offer.

New Brunswick Department of Municipalities, Culture and Housing

Objective: The Department provides advice, assistance, and guidance to municipalities in the areas of land-use planning, fiscal management, emergency preparedness, fire protection, and municipal legislation. It also fulfils a supervisory role in analyzing and approving municipal budgets, reviewing and approving long-term borrowing, administering municipal boundaries, and other aspects of municipal operations.

Contact: Deputy Minister's Office
82 Westmorland Street, Fredericton, New Brunswick E3B 3L3
Telephone: (506) 453-2522
Facsimile: (506) 453-3843

Association of Municipal Administrators, New Brunswick (AMANB)

Objective: Representing senior municipal administrative officials, the AMANB seeks to advance the quality of administration in municipal government, to promote professional standards of performance in the municipal public service, to liaise with other interested organizations, and to upgrade the quality of service to members through the promotion of courses of study.

Contact: 200 Prospect Street, Suite 402, Fredericton, New Brunswick E3B 2T8
Telephone: (506) 453-4229
Facsimile: (506) 453-7954

Helpful Organizations continued...

Cities of New Brunswick Association

Objective: To promote the exchange of information among the Cities, to co-operate and liaise with other agencies and associations having a municipal interest, and to strive for a united front in all matters pertaining to the realization of municipal goals as may be requested or deemed advisable from time to time. The Cities of New Brunswick Association is comprised of the Cities of Bathurst, Campbellton, Edmundston, Fredericton, Moncton, and Saint John.

Contact: Frederick Martin, Executive Director
200 Prospect Street, Suite 404, Fredericton, New Brunswick E3B 2T8
Telephone: (506) 457-7297
Facsimile: (506) 453-7954

Association of the Villages of New Brunswick

Objective: To unite the Villages of New Brunswick, through their respective Councils, into a body whose common efforts shall be devoted solely to the achievement of that which is for the common good of all and to represent the Villages of New Brunswick to other municipal associations and to the provincial government in a fair and equitable manner.

Towns of New Brunswick Association

Objective: To unite the Towns of New Brunswick, through their respective Councils, into a body whose common efforts shall be devoted to the achievement of that which is the common good of all, to promote the exchange of information among the Towns of New Brunswick, and to co-operate and liaise with other associations and agencies as a united front toward the realization of municipal goals.

Helpful Organizations continued...

Centre for Public Management, Henson College, Dalhousie University (CPM)

Objective: To provide a program of in-service continuing education, issue and problem-oriented research, and related consulting services for government, with a particular emphasis on local government.

Contact: Jack Novack, Director
6100 University Avenue, Halifax, Nova Scotia B3H 3J5
Telephone: (902) 494-2526
Facsimile: (902) 494-2598

Maritime Municipal Training and Development Board (MMTDB)

Objective: To assist municipal officials, educational institutions, government departments, and professional associations in improving the quality of administration and decision-making in Maritime local government.

Contact: A. Donald Smeltzer, Executive Director
6100 University Avenue, Halifax, Nova Scotia B3H 3J5
Telephone: (902) 494-3712
Facsimile: (902) 494-1961

Federation of Canadian Municipalities (FCM)

Objective: Representing, at a national level, the interest of local government in Canada, the FCM acts as spokesperson for Canadian local governments and as a clearinghouse for the collection, exchange, and dissemination of statistical data and information on Canadian municipal practices and procedures.

Contact: Jim Knight, Executive Director
24 Clarence Street, 2nd Floor, Ottawa, Ontario K1N 5P3
Telephone: (613) 237-5221
Facsimile: (613) 237-2965

Helpful Organizations continued...

Intergovernmental Committee on Urban and Regional Research (ICURR)

Objective: To facilitate the exchange of information, opinions and views on urban, rural, and regional planning issues and to provide a focus for the development of policies on settlement change in Canada. ICURR's documentation centre, on-line database, and the conference and research program are the key tools used in meeting this objective.

Contact: Sandrine Lescure
150 Eglinton Avenue East, Suite 301, Toronto, Ontario M4P 1E8
Telephone: (416) 973-5629
Facsimile: (416) 973-1375

Municipal Information Centre Inc. (MIC)

Objective: A non-profit organization designed to assist municipalities in reaching fair labour agreement settlements through advice, consultation, and its computerized inventory of information related to salaries, benefits, job descriptions, and collective agreements. More recently, information related to budgeting and municipal bylaws has been made available through the organization. Municipalities pay an annual membership fee for use of these services.

Contact: Pierre Bertrand, Executive Director
200 Prospect Street, Suite 407, Fredericton, New Brunswick E3B 2T8
Telephone: (506) 453-3342
Facsimile: (506) 453-7954

Solicitor General's Office - Policing Services Branch (New Brunswick)

Objective: To ensure an effective law enforcement system and to maintain public order.

Contact: H.J. Robicheau, Executive Director
Policing Services Division, P.O. Box 6000, Fredericton, New Brunswick E3B 5H1
Telephone: (506) 453-3603
Facsimile: (506) 457-4957

CONCLUDING COMMENTS

We hope that *GETTING DOWN TO BUSINESS...* will prove to be a helpful resource to you and to your municipality. Please feel free to forward any comments or suggestions you may have regarding this publication to the address provided below.

Maritime Municipal Training and Development Board
6100 University Avenue
Halifax, Nova Scotia B3H 3J5
Telephone: (902) 494-3712 or 494-1463
Facsimile: (902) 494-1961